



Strategic Development Plan 2018 – 2024

It is prepared and approved by “New Higher Education Institute”

Date of approval: -----

Signature of the rector: -----



New Higher Education Institute

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Introduction

On 10th of October 2013, a “New Higher Education Institute” (Next - the institution) was granted the status of a higher education institution by the Authorization Board of the higher education institution.

After that, the "New Higher Institute" offers students and school-leaver the opportunity to get qualified education in Georgia, which is expressed by the modern and European standards programs of the institute and highly qualified, experienced academic and invited personnel.

The "New Higher Institute" implements Bachelor programs in Business Administration, Tourism and International Relations.

In the modern educational market, "New Higher Education Institute" has already established its own place, which is confirmed by the growing demand of entrants, as well as the growing number of students who come to the institute with the process of mobility.

"New Higher Education Institute" creates a wide range of opportunities, which in its turn will provide the preparation of qualified, professional cadres who will have a high academic education; it directly means the foundation of the country's social, cultural and economic well-being.

"New Higher Education Institute" attempts to have a distinct image in the educational space, that means the learning process based on the student-oriented and modern teaching.

The following document reviews the main challenges of the "New Higher Education Institute" and it is a key action plan to overcome them.



Why Strategic Plan

A strategic plan is an instrument that helps the organization to understand the decision-making process and the general directions. It sheds light on the issue about what is the relationship between the main goals and values and the everyday work - in the future perspective. Strategic planning should ensure the adaptation of the institution to the outside world, internal coordination and recognition of the organizational strategy.

Strategic planning is an integral part of the effective functioning of the institution. This strategic plan has been modified to ensure that "New higher education institute" can clearly and effectively implement its goals. The document reflects both the strategic goals of the institute's development, as well as the measures and activities that are necessary to be implemented to be these goals successfully achieved.

Based on this strategic development plan (current situation, vision, mission, values), a three-year action plan has been prepared in which the goals and objectives of the institution have been reflected. Accordingly, concrete activities planned for their realization.

In order a strategic plan to be created, the joint effort of the representatives of the institution and the invited subjects were an important task to ensure that the process of creating the document was transparent and accordingly to happen a critical perception of the institute's activities in order a relevant and functional document to be precisely created.

This document includes the indicators of successful implementation of the strategy and the methodology of monitoring of implementation, also a three-year action plan for its implementation (see a 3-year Action Plan).

Goals of creating a Strategic Development Document are:

Understanding the success of "New higher Education institute" during its existence;

Detailed perception of daily situations and challenges;

Systematic submission of projects and future plans which should be implemented;

Documenting of strategic management of the resources;

Supporting of the teamworking;

Implementation of European standards.



Process of Planning

A group working on a strategic development plan for the stable / uninterrupted / successful functioning of "New Higher Educational Institute" was tasked to modify existing methodology of strategic planning and mechanisms of monitoring and on the base of it the strategic and action plan has been renewed. At the initial stage, the group was also tasked to develop the methodology of strategic planning and mechanisms of monitoring and according to this there has been occurred a modification of modified long-term strategic development (seven-year) and short (three-year) action plans.

The strategic planning methodology relies on the resources / opportunities of the "New Higher Education Institute": material, human, financial, etc.

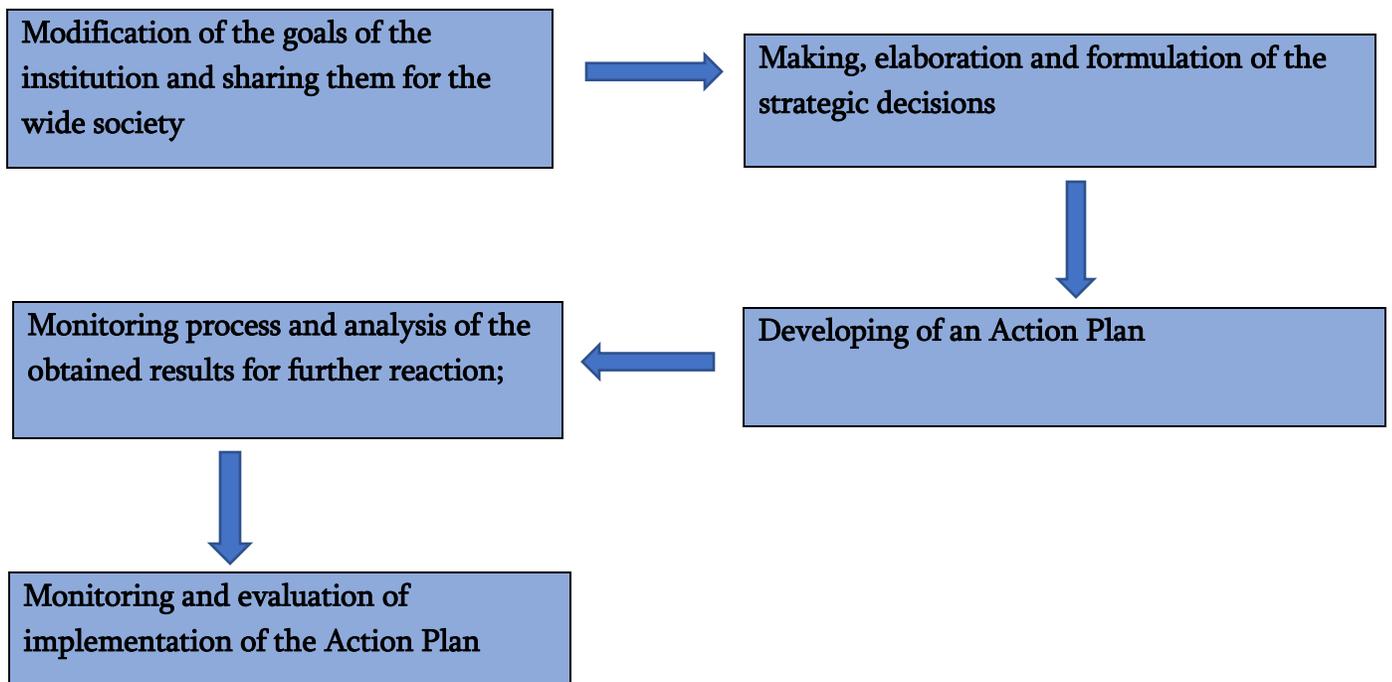
Strategic planning is one of the most important factor in the life of the institution, since the further growth and institutional development is largely depended on proper and targeted planning.

Strategic Plan is a document created with common efforts; it is a participatory process and in it there is involved a wide society of "New Higher Education Institute": Academic, Invited, Administrative Staff, Students, Potential Employers and any person (s) interested in this process.

Strategic planning is an open and transparent process, which is a mean of reflecting the working aspect of the higher educational institution; the stages that should be carried out have been identified and reflected at the beginning of the strategic planning.

Since strategic planning covers all the fields of the higher educational institution and it is compatible with the specifics of the activities. There were allocated several key steps which were the necessary prerequisites for the successful process of strategic planning; the phase of preparation of planning included active involvement of the entire staff of the "New Higher Education" (academic / invited / administrative), students, graduates, potential employers and all the interested individual(s) in the ongoing processes that was based on the principles of academic freedom and pluralism.

- **Modification of the goals of the institution and sharing them to the wide society;**
- **Making, elaboration and formulation of the strategic decisions;**
- **Developing of a renewed action plan;**
- **Monitoring process and analysis of the obtained results for further reaction;**
- **Monitoring and evaluation of the implementation of the Action Plan.**



According to Tamar Gardapkhadze's order of the Rector of the Institution, there was created a group working on the strategic development that was tasked to modify the existing strategic development plan.

The bases of 2018-2024 Strategic Development Plan of “New Higher Education Institute” are the projects, researches and achievements implemented in 2013-2017 years that reflect the situation in the labor market in terms of higher education, quality of education and challenges in the institution, academic priorities and management systems.

The bases for the strategic development plan are:

- The Unified Strategy of the Ministry of Education and Science of Georgia (2017-2021);
- Strategic Document of the National Center for Educational Quality Enhancement (2016-2020);
- Law of Georgia on Higher Education;
- Quality Assurance Standards and Guidelines of European Space of Education ESG;
- Researches conducted by Applied Research Center (ARC) on the base of the order of “New Higher Education Institute”.

Many people have been involved in the development of the Strategic Development Plan. For the purpose of reflecting the objective and critical picture, in the process there have been participated as the internal (academic / invited personnel, administrative personnel, students) resource as the invited stakeholders (potential employers); on the base of their collegial work all the essential issues have been accumulated and there has been created a relevant document on these issues.

The group working on the Strategic Development Plan introduced the Strategic Development Plan to the Academic Council, which in its turn made changes and gave recommendations / remarks to the Working Group on Strategic Document for the purpose of further modification or prevention. the Academic Council submitted the final document to the rector of the institution for approval.

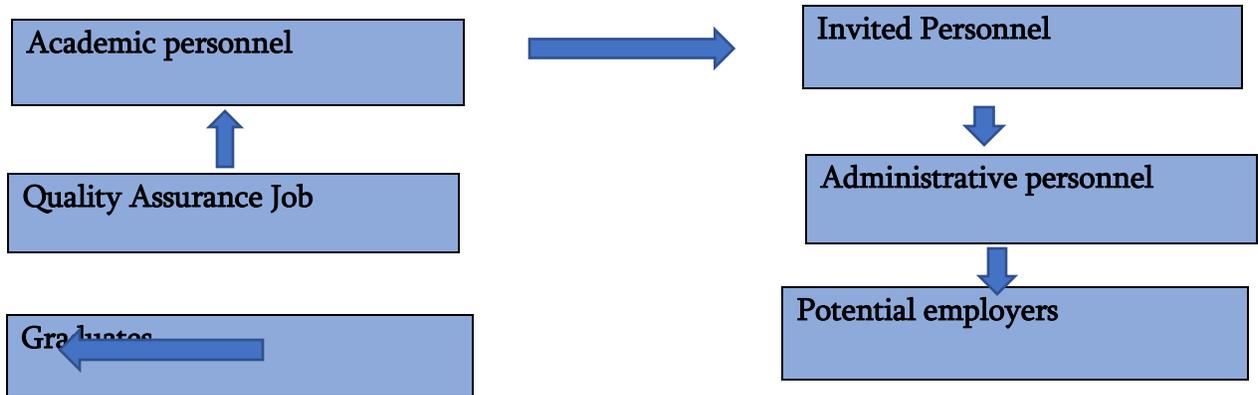
In parallel with the Strategic Development Plan for "New Higher Education institute", it was also an important task to set up a functional system of monitoring and evaluation for which a monitoring group was established in the institution according to the Rector's Order. The group was tasked to create a monitoring and evaluation system. Consequently, in parallel with the process of creation of the Strategic Development Plan there was being created a

above-mentioned system in order the Strategic Development Document to be really functional. By the Strategic Development Plan a relevant modification is also taken into consideration in case of the entering new standards of accreditation and authorization into force.

Monitoring and evaluation will help the institution to measure/evaluate the strategy, program and project; also, to estimate whether the planned measures are oriented on the result and what should be done to achieve a set goal.

The results of monitoring and evaluation are an important tool to provide the information to the decision-makers for making the decisions based on the proofs, for understanding the situation about how relevant the action plan was and how effectively the institute's finances were spent.

In the process of developing the Strategic Development Plan of “New Higher Education Institute” there were involved:





Rector's Apply

Apply of the Rector of “New Higher Education Institute”

New, Modern programs, new, modern teaching methods, modern environment, experienced academic staff... and all the necessary conditions for success – this is The New Higher Education Institute. We have been working for several years on the opening of the New Higher Education Institute. Highly experienced people in high education system, international experts and students were involved in this process.

The New Higher Education Institute was established in 2013 with students and for students. Young generation know exactly what they need to get the quality high education, what kind of environment can support them in learning process. It is significant contribution and role of students in creation of a modern infrastructure and suitable environment for happy student life. We would like to express the readiness to discuss all the opportunities and necessities, how does our Institute respond to students' requirements and interests.

The latest modern methods and educational programs were created and implemented at The New Higher Education Institute in compliance with modern European standards by the group of Georgian and international experts. With support of our business partners we do our best to provide such a qualified education, which can support students to find decent place on a competitive labor market. We do not change and improve past;

We do not change and improve anything; we have created a new and modern higher education institute.

SWOT - analysis



In the process of developing SWOT analysis there were actively involved a group working on the strategic development plan and also almost all the structural units of the institution, to be possible to study the strengths, weaknesses, opportunities and threats of the institute.

For detailed analysis of the strengths, weaknesses, opportunities and threats of the "New Higher Education Institute", we present an analytical framework that deeply reflects the possibilities of "New Higher Education Institute" and the existing environment. Evaluation of the current situation, taking into consideration internal and external factors occurred by the group working on the Strategic Development Plan and by the involved units and on the base of it there has been developed the Strategic Development Plan of the institution.

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Student-oriented training system and fair environment; ✓ Individual schedule of paying the tuition fees; ✓ Well-qualified academic / invited staff; ✓ Annual scientific conferences, mechanism of encouragement for winners; ✓ Progressive success and recognition; ✓ Growing number of students; ✓ Variety of academic training courses; ✓ Funding of scientific activities of affiliated personnel; ✓ Infrastructure equipped with the necessary equipment; ✓ Active and various student life; ✓ Growing number of potential employers and employment support systems; ✓ International partnership aimed at internationalization; ✓ Existence of grants and other encouraging mechanisms; ✓ Active cooperation with local and international organizations; ✓ Smooth management and the practice of making decisions effectively; ✓ Motivated, energetic teams of employees and collegial attitudes between them; ✓ Positive organizational culture ✓ Openness and transparency; ✓ Practice of objective assessment of the organizational deficiencies; ✓ Readiness for implementation the innovative training methods; ✓ Use of IT technologies to ensure efficiency in educational activities. 	<ul style="list-style-type: none"> ✓ Lack of awareness among entrants; ✓ Lack of social activities; ✓ Lack of activities at the regional level; ✓ Lack of exchange programs based on the modern requirements; ✓ Lack of recreational space; ✓ Effective use of electronic resources in the management of the institution; ✓ Lack of financial resources.

Opportunities	Threats
<ul style="list-style-type: none"> ✓ Improvement of the quality of education; ✓ Enhancement of local and international partnership; ✓ Diversification of exchange programs and increase of accessibility; ✓ Creation of active platform between employers and students; ✓ Improvement of the support mechanisms for students with high academic achievement; ✓ Diversification of student life and providing active involvement in various social activities; ✓ Development of the recreational space; ✓ Modernization of Students' Electronic Database; ✓ Improvement of the learning quality in parallel with the growth of competition; ✓ Integration into the international educational organizations; ✓ To deepen the cooperation with donor organizations, in order to create additional opportunities for students; ✓ Implementing a continuous learning system with modern standards. 	<ul style="list-style-type: none"> ✓ Possible non-fulfillment of the planned activities caused by unexpected circumstances; ✓ Deterioration of the economic situation in the country; ✓ Possible increase of the tuition fees which could lead to a decrease in the number of students; ✓ Failure to fulfill the obligations taken by the companies that are potential employers; ✓ Rapid growth in the competition of the education market; ✓ Risk of outflow of the qualified personnel; ✓ Reduction of the income sources.

Institution Today



The Great Success - Begins with The Right Choice!

"New Higher Education Institute" has been functioning since 2013 and it has implemented only the first Bachelor's degree programs of higher education:

Business
Administration

Tourism

International
Relations

The institution is focused on students and their needs; In the process of management students' wishes and reasonable comments / recommendations are taken into consideration; Administration of the institute takes care to raise and improve the qualifications of academic / administrative personnel.

The management of "New Higher Education Institute" is built on parity and academic grounds. The institution is headed by a rector who communicates with the third parties and negotiates with them, issues individual legal acts. In the institution there functions a collegial organ – academic council, faculty council and offices, their functions and rights and responsibilities are defined by the statute of the institution and the provisions of the service.

During the past five years, the main mission and the task of "New Higher Education Institute" was to increase the quality of teaching and to provide its compliance with the international standards.

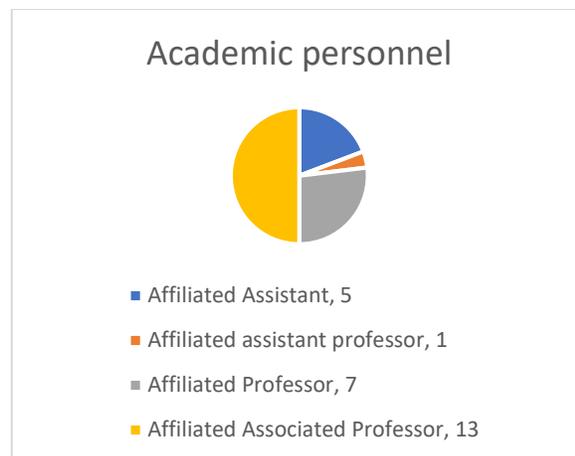
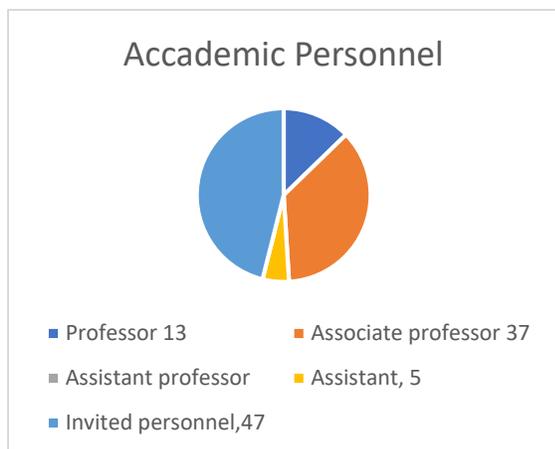
The institute plans to develop and improve the existing teaching methods. The main indicator of successful achievement of this goal is close and active cooperation with local and international educational institutions with the respect for academic freedom and institutional autonomy.

"New Higher Education Institute" is a space, which merges the modern standards with the students' requirements; which makes the higher education landscape, which in its turn clearly demonstrates the fact about what is possible to be achieved with the joint efforts of the institute's academic/ invited / affiliate personnel and the students and what is possible to be achieved with the uninterrupted dialogue between them.

The financial condition of the institution is sustainable and the expenses are almost entirely provided by their own working funds. The financial resources of the institute are used so that it can be developed on the basis of profit and capital growth, in terms of solvency and creditworthiness. The budget of the institute is fully used for covering the liabilities and for the development of the institution.

With taking into consideration the quality assurance standards, guideline principles and all the standards and recommendations of European Higher Educational Area "New Higher Education Institute" promotes mobility of students and permanently increases its quality, attractiveness and scope.

Academic Personnel: Total number – 103



Students

Students are actively involved in the training process. There are planned and implemented various sports, social and cognitive activities, inside and outside the institute. In the institution there is functioned a student self-governance, which permanently organizes different types of cognitive, sports and cultural events. There are regularly organized excursions, there are also organized internal tournaments in different types of sport. There are held cultural, cognitive events, concerts and performances.

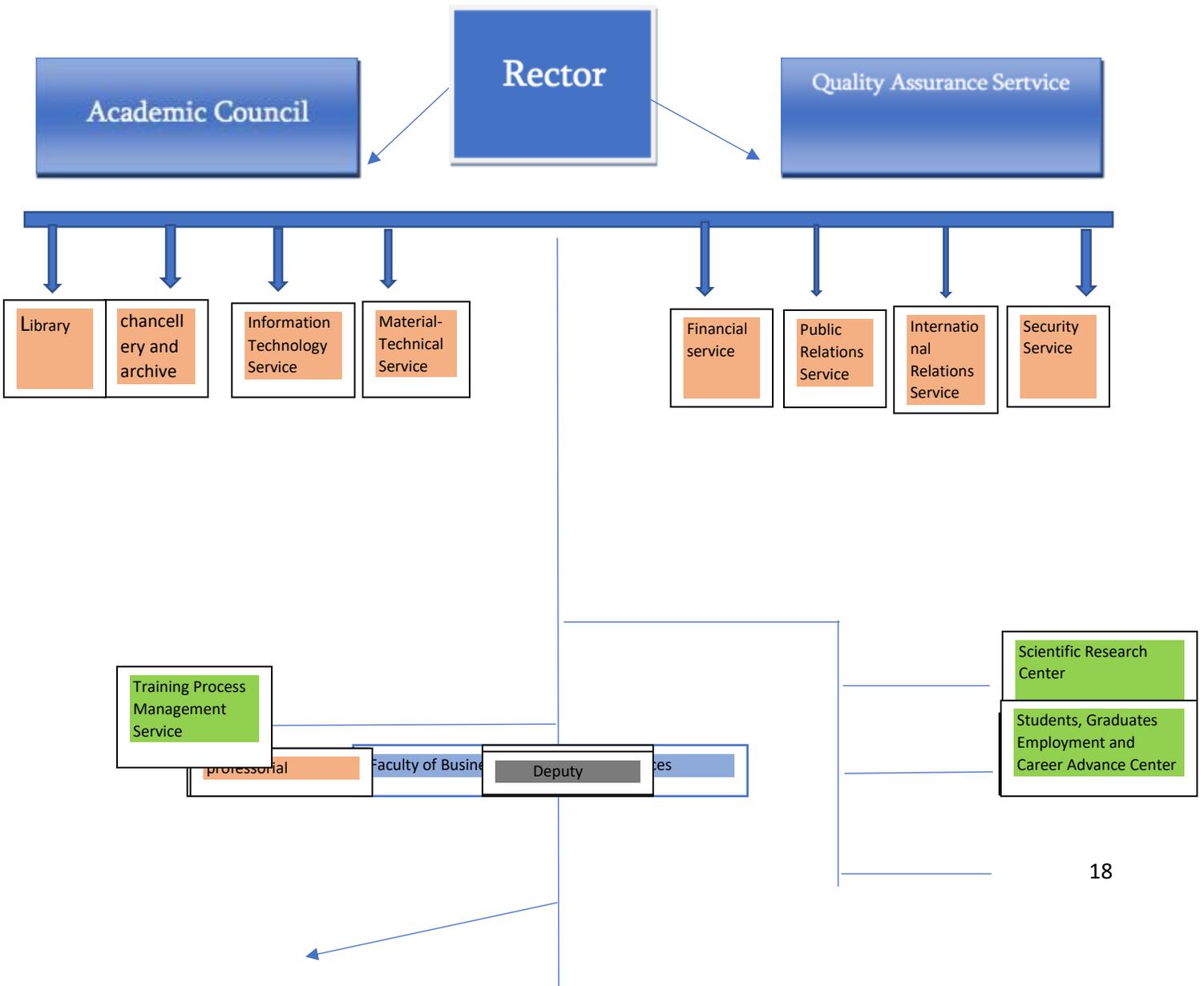
For the purpose of supporting informal education of students, there are organized free trainings and seminars for students, there are also conducted free courses for students to learn different foreign languages (Polish and English languages).

Material-Technical Base

Material-technical base of "New Higher Education Institute" is fully compatible with the modern requirements. The institution is functioning in two educational buildings which, for implementing high quality training process, is equipped with the necessary cabinet-labs, lecture / educational auditors, computer center, conference halls, library, inventory, supportive spaces, sports spaces, medical cabinets and bathrooms.

Organizational Structure

Management Bodies of “New Higher Education Institute”





Student Life

In "New Higher Education Institute" there has been created all the conditions for students to receive qualified education, to develop innovative and critical thinking; to become a qualified specialist on the labor market and to acquire creative skills.

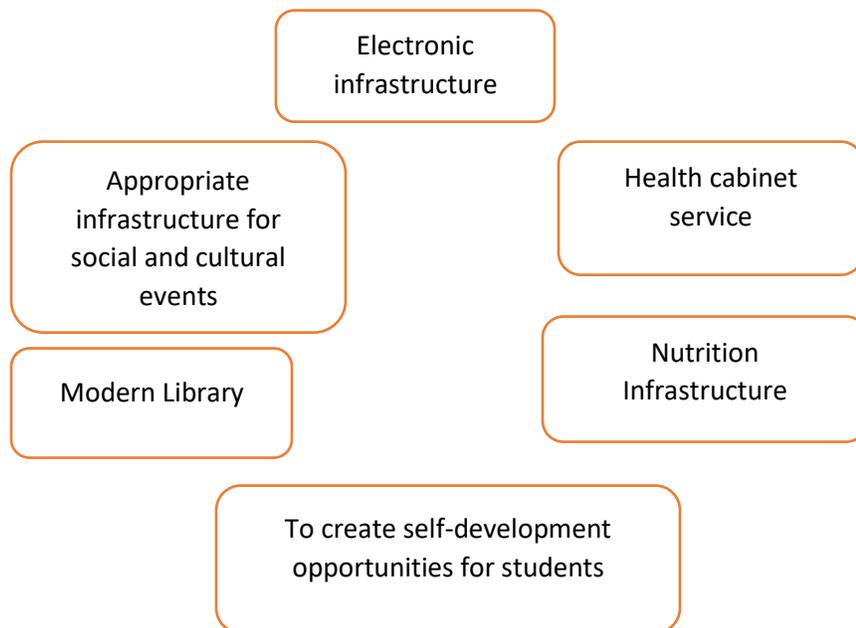
In the institute, for the students, there are developed mechanisms of support/facilitation as for the learning process and also the payment of the tuition fee.

The main value of the institution is a student, accordingly, the "New Higher Education Institute", maximally takes the socio-economic situation of young people into the consideration and offers students a fair and individual schedule of tuition fees.

Learning environment is derived from the modern standards, which, in its turn, requires a permanent optimization and improvement of the existing infrastructure according to the requirements of the modern standards; accordingly, the institute permanently conducts the inner researches and on the base of them there occurs identifications of the students' needs and requirements for the purpose of their next optimization.

The institute is ready for new challenges and it carefully cares for every advice and recommendation, which means creating of the infrastructural comport for students in order to meet modern requirements and standards.

With the existing condition the institute offers students the learning environment relevant to the European standards, that means:





Research

The research conducted by Applied Research center (ARC) and Legal Entity of Public Law (LEPL) - Emergency Management Agency was an important supportive instrument in the process of modification of the Strategic Development Plan, in order to be possible to form the future strategy which would be irrelevant without clear study of the existing situation.

On the base of the joint work of the employees of the management of “New Higher Education Institute” and the research companies there were revealed 10 main issues to be learned, which in turn was the essential information for identification the existing situation, to be accordingly created a concrete action plan for the purpose of the perfect fulfillment of the received recommendations.

Each received recommendation has been reflected as in a 3-year action plan, as well as in a 7-year Strategic Development Plan, with taken into consideration of the adequate period of achievement and performance.

According to the conducted researches there was created a recommendation document that became a foundation of the action strategy.

Recommendations of ARC:

1. **Food Object** - One of the two buildings of the institution does not have a food object, so the students of the programs in this building, think that it is necessary to be opened a fast food restaurant, to put a coffee machine, and in the building where there is a the food object, the students want to diversify the menu, ready-made food to be added to the menu.
2. **Infrastructure of the institute, physical environment** - Arrangement of the yard of the institution, improvement of relaxing spaces, installation of the conditioner in every auditorium, improvement/modernization of the interior of the institute, and better adapting the space for people with special needs.
3. **Promotion of Employment** - Activation of work with the potential employers, Improvement of the Career Development Service.
4. **Training Process** - Diversification of the educational programs, exchange programs abroad, adding of a day shift.
5. **Library** – Providing library with the TABs, improvement of the resources of the library, access to latest publications.
6. **Scholarships** - Increase of scholarship fund for successful / motivated students.
7. **Create possibilities of distance learning** - Prepare video versions of lectures and post to the web site of the institute.
8. **Create / arrange a sports hall.**

Recommendations of LEPL Emergency Management Agency:

1. To lay the evacuation plans out in visible places;
2. The service personnel should be trained on fire-fighting issues (through instruction).

Mission, View and Values



The mission, vision and values of the "New Higher Education Institute" have been developed as a result of the joint work of the general public and the academic personnel of the institution. The main mission, vision and values of the "National Center for Educational Quality Enhancement" and "Ministry of Education and Science" were taken into consideration in the process of development. All stakeholders took part in developing of the mission of the "New Higher Education Institute", as well as in the process of its modification. The mission of the institute was discussed at the expanded session of the institute and the final face of it was given by a group working on the Strategic Plan.

The mission of "New Higher Education Institute" is to be a student-oriented higher educational institution with respect to European standards, which will have a trust and recognition at the local and international levels.

“New Higher Education Institute” is focused on personal and professional development of students and the personnel. Its mission is:

- Preparation of specialists with knowledge, skills, democratic values and civic self-consciousness; they will be relevant to the requirements of the knowledge-based civil society;
- Promotion of development of student-oriented teaching, realization of their personal potential, creative and practical skills;
- Offering of higher educational programs which are relevant to the variable social and labor market requirements and preparing of competitive specialists for their subsequent employment;
- To provide mobility of students and academic personnel;
- Providing a student with the good-quality knowledge of the field, within the framework of Bachelor's program and providing students to earn basic research skills that ensure the possibility of continuing the education at the next educational level.

Vision of "New Higher Education Institute " is to be established in the national educational space, as a high-quality, student-oriented higher educational institution, which in its turn will contribute significantly to the country's development and progress, for which it will prepare well-qualified, competitive cadres and promote realization of students abilities with its infrastructure and human resources.

According to the vision of “New Higher Education Institute”, the institution, in parallel with development, will raise and improve the quality of the internal teaching and in parallel with the active cooperation and working on the local and international levels, it will establish itself and become recognized higher educational institute in the educational sphere.

Values of : “New Higher Education Institute”
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Fairness

Aspiration toward
development

Academic freedom

Transparency

Support of student
development

Justness and Equality



Goals

“New Higher Education Institute” aims to:

Promote the realization of a personal potential; facilitate the development of student’s creative skills, prepare the competitive cadres equipped with competencies relevant to the modern requirements, provide competitiveness on the labor market for persons with higher education, provide international mobility of students and the academic personnel. The

institute also aims to bring up the subjects who will have a high civic self-consciousness, national consciousness and liberal values and a sense of Georgian and global cultural values. Provide students' growth prospects; develop their personal and creative potential by the help of expanding the possibilities of international mobility and implementing educational programs. Create an effective system that will become the basis for expanding scientific potential of academic personnel and preparing new scientific personnel.

After estimating the mission, view, strategic analysis, strategic goals and objectives HEI created a 3-year action plan. It contains the necessary actions for realization of strategic goals and tasks, persons responsible for the implementation of these actions, action schedule, and forms of reporting.

Strategic Direction I – Educational and Research Activities

Strategic goals are:

Strategic goal 1.1 - Development of the existing educational programs

Sub-goal 1.1.1 – Preparing of educational programs for reaccreditation and bring them in conformity with renewed accreditation standards;

Sub-goal 1.1.2 – External evaluation of the educational programs by the foreign/Georgian experts;

Sub-goal 1.1.3 – Evaluation of the educational programs by the help of internal quality assurance mechanisms;

Sub-goal 1.1.4 – Strengthening of the practice component;

Sub-goal 1.1.5 - Periodic renewal of the curriculum for bringing it in conformity with the demands of the labor market;

Sub-goal 1.1.6 - Implementation/development of the newest methods of teaching;

Sub-goal 1.1.7 – Active involvement of the potential employers and the other stakeholders in development of a program;

Sub-goal 1.1.8 – Involvement of foreign specialists in the implementation of the program

Strategic Goal 1.2 – Implementation of new programs

Sub-goal 1.2.1 – Developing a new Bachelor’s program;

Sub-goal 1.2.2 – Accreditation of the Bachelor's program;

Sub-goal 1.2.3 – Putting the Bachelor program into operation;

Sub-goal 1.2.4 – Implementation of a Master Program of Business Administration;

Sub-goal 1.2.5 – Accreditation of Master Program of Business Administration;

Sub-goal 1.2.6 – Putting the Master Program of Business Administration into operation

Strategic Goal 1.3 – Integration of research and teaching

Sub-goal 1.3.1 - Establish and implement relevant procedures for ensuring the quality of research component of MA programs;

Sub-goal 1.3.2 – Preparation of regulations of preparation and protection of the Master scientific work;

Sub-goal 1.3.3 – Development of students’ research projects;

Sub-goal 1.3.4 – Development of scientific-research potential;

Sub-goal 1.3.5 – Creating of grant projects for students.

Sub-goal 1.3.6 – Conversion of the institution into the learning university;

Sub-goal 1.3.7 - Strengthening of the research component in the bachelor's educational programs;

Sub-goal 1.3.8 - Promoting the importance of research activities among students;

Strategic Goal 1.4. Improvement of the quality of research

Sub-goal 1.4.1 - Promotion of publishing of high-ranking scientific publications for academic personnel;

Sub-goal 1.4.2 – Developing of effective mechanisms for combating plagiarism, with taking into consideration the international practice

Strategic Goal 1.5 – Encouragement of the lifelong learning

Sub-goal 1.5.1 - Development of the Continuous Education Center of the institute, offering of permanent training courses for the personnel and students of the institution.

Strategic Direction II – Institutional Development

Strategic goals are:

Strategic goal 2.1 – Development of material resources

Sub-goal 2.1.1 – Enrichment of the library fund;

Sub-goal 2.1.2 – Popularization of use of the international scientific bases and increase of students' awareness;

Sub-goal 2.1.3 – Improvement of the infrastructure of the educational environment and equipping it with the modern technique;

Sub-goal 2.1.4 – Improvement of the adapted environment for people with special needs;

Sub-goal 2.1.5 – Good organization of the recreation area;

Sub-goal 2.1.6 – Development/improvement of the learning electronic base;

Sub-goal 2.1.7 - Arrangement of reserve / evacuation ladder

Strategic Goal 2.2 – Development of The Human Resource

Sub-goal 2.2.1 - Use / implementation of periodic evaluation system of activities of the administrative personnel;

Sub-goal 2.2.2 - Systematic evaluation of activities of the academic personnel and analysis of the results;

Sub-goal 2.2.3 - Development of the personnel encouragement mechanisms;

Sub-goal 2.2.4 - Attracting of the necessary cadres for the purpose of strengthening of the academic personnel;

Sub-goal 2.2.5 – Attestation of the professors (according to the defined rule);

Sub-goal 2.2.6 – Attestation of the administrative personnel;

Sub-goal 2.2.7 – Financing of the administrative / academic personnel for the purpose of raising of their qualification;

Sub-goal 2.2.8 – Constant care for increasing the personnel's satisfaction;

Sub-goal 2.2.9 - Creating training-modules for the personnel;

Sub-goal 2.2.10 – Facilitation of involvement of the academic personnel in the local events

Strategic Goal 2.3 – Strengthening of internationalization

Sub-goal 2.3.1 - Creation / development of the internationalization policies and strategies in the institute;

Sub-goal 2.3.2 – Facilitation/encouragement of mobility of students and academic personnel;

Sub-goal 2.3.3 - Integration into international educational space and deepening cooperation with foreign educational institutions;

Sub-goal 2.3.4 – Facilitation of participant of the academic personnel in the international conferences;

Sub-goal 2.3.5 – Improvement of foreign language competence of the academic staff by offering them the relevant training courses;

Sub-goal 2.3.6 – Increase the number of exchange programs.

Strategic Goal 2.4 - Strengthening of Public Relations

Sub-goal 2.4.1 – Evaluation of the level of awareness of the institution;

Sub-goal 2.4.2 – Developing of a necessary strategy to increase the level of awareness;

Sub-goal 2.4.3 - Planning / implementing of necessary activities for raising the awareness; level;

Sub-goal 2.4.4 – Developing of the marketing strategies;

Sub-goal 2.4.5 - Modernization / renewal of the web-site of the institution

Strategic Goal 2.5 – Quality Assurance

Sub-goal 2.5.1 – Developing of the quality assurance inner politics;

Sub-goal 2.5.2 – Planning of the authorization and accreditation procedures;

Sub-goal 2.5.3 – Improvement, renewal and development of quality assurance inner mechanisms;

Sub-goal 2.5.4 - Ensuring involvement of the interested people in quality assurance mechanisms;

Sub-goal 2.5.5 – Receiving of systematic feedback from students of the institution, personnel and external stakeholders and improvement of quality based on the results;

Sub-goal 2.5.6 - Planning / implementing of the appropriate measures for the purpose of increasing the culture of quality;

Sub-goal 2.5.7 - Peer Review – Implementation of the system and its active use;

Sub-goal 2.5.8 - Modernization of the assessment system of efficiency of management;

Sub-goal 2.5.9 – Internationalization of the quality assurance processes;

Sub-goal 2.5.10 - Improvement of the evaluation system of the quality assurance mechanisms

Strategic Direction III – Student Life

Strategic Goals Are:

Strategic Goal 3.1 – Development of Student Support Mechanisms

Sub-goal 3.1.1 – Strengthening of the academic consultations;

Sub-goal 3.1.2 - Systematic proposals of consultations related to the career development;

Sub-goal 3.1.3 – Increasing of the number of partner companies - to ensure the students' practice, internship and further employment;

Sub-goal 3.1.4 - Improvement of socially vulnerable students' support mechanisms;

Sub-goal 3.1.5 - Development of encouraging mechanisms for freshmen;

Sub-goal 3.1.6 - Development of student motivation mechanisms and methods;

Sub-goal 3.1.7 – Proposal of consulting and informational services to the students, about interesting/needed issues;

Sub-goal 3.1.8 – Creation of an active platform between employers and students;

Sub-goal 3.1.9 - Deepening of cooperation with donor organizations

Strategic Goal 3.2 - External activities of the curriculum

Sub-goal 3.2.1 - Planning / Implementation of Cultural, Sports and Cognitive Events;

Sub-goal 3.2.2 - Promotion of student clubs;

Sub-goal 3.2.3 - Ensure active involvement of students in startup and innovative projects;

Sub-goal 3.2.4 - Promote activities of student self-government

Strategic Goal 3.3 - Students' rights and their involvement in the processes of development of the institution

Sub-goal 3.3.1 – Defining of the student rights clearly and modification of the relevant documents;

Sub-goal 3.3.2 - Increase of involvement of students in creation / development of the educational programs;

Sub-goal 3.3.3 - Development of student ombudsman institute;

Sub-goal 3.3.4 – Ensuring of involvement of students in management of the institution;

Sub-goal 3.3.5 – Proposal of various encouraging events to the students (scholarships, grants and etc.);

Based on the existing / modified goals, the Action Plan of the institute has been renewed and it contains the following information:

1. Measures necessary for the implementation of strategic goals and the sequence of their implementation;
2. Persons responsible for the implementation of the Action Plan, their functions, rights and obligations;
3. Human, material and financial resources necessary for realization of each strategic direction of the institution;
4. Timelines for implementation of measures defined by the Action Plan;
5. The rule of monitoring and evaluation of the Action Plan, indicators of implementation of the strategic goals and tasks. For the purpose of ensuring the active nature of the strategic plan, it is necessary to determine the activities in each strategic goal.

Monitoring and Evaluation



Monitoring and evaluation is closely related to the gathering and analyzing the information, which helps us to measure/evaluate the strategy, program or goals, to estimate how result-oriented are the defined events and what should be done to achieve the goals. Results of the monitoring and evaluation are the important instruments for critical perception of the annual situations and also, if needed, to happen the modification/renewal/creation of the

plan. Based on the analysis primary conclusions should be made, which, afterwards, should be considered in the existing context.

In order to improve the monitoring and evaluation process, the monitoring framework has been developed, in which there is taken into consideration the basic data, results defined for the event planned within the framework of each of the priorities of the institution, specific deadlines and accordingly, there has been defined the monitoring evaluation structure.

The process of performing a specific event within the monitoring framework will be evaluated by the monitoring team with four criteria / rating:

- **It has been fully accomplished**- *the event defined by the Action Plan is fully accomplished;*
- **Most of it has been accomplished** - *more than half of the event defined by the Action Plan has been fully implemented and only a small part of it has been remained to be fulfilled;*
- **It has been partially fulfilled** - *less than half of the event defined by the Action Plan has been fulfilled and most of it has been remained to be fulfilled;*
- **It has not been fulfilled** - *the event under the Action Plan is not fulfilled.*

In addition, the **implementation process** of each event will be measured by the following five criteria / status:

- **The process of implementation has not been started yet** - the process of implementation of the event under the Action Plan has not been started yet.
- **The implementation process is underway** - the process of implementation of the event defined by the action plan is underway;
- **The process of implementation has been suspended** - the process of implementation of the event defined by the action plan has been suspended;
- **The process of implementation has been terminated** - the process of implementation of the event under the Action Plan has been terminated;
- **The process of implementation is accomplished**- the process of implementation of the event under the Action Plan is completed.

A specific executor / structural unit is responsible for implementation of the Action Plan. In addition, in each structural unit there is a contact person who is fully informed about the appropriate unit's obligations imposed by the action plan and is responsible for providing the monitoring team with the information on the performance of the activities.

The monitoring team will study the existing challenges and achievements and correct the action plan of the next year, if necessary.

The monitoring framework will be filled by the end of each year, at the first stage by the responsible agencies that will evaluate both the achieved progress and the existing challenges. Framework of the monitoring will be processed by the working group, according to the information provided by the responsible structural units. On the second stage, the accomplished monitoring framework will be submitted to the Academic Council, which in turn evaluate the progress of each event. The version accomplished by the academic council will be submitted to the rector of the institution for its final approval.

The report of assessment is an evaluation component of the Action Plan and aims to evaluate the results achieved by fulfilling the certain activities defined by the responsible structural units for the reporting year and also to evaluate their efficiency. In addition, the assessment will make it possible to reveal the current situation, errors and challenges related to each priority direction.

The assessment report will be prepared on the base of the monitoring reports and specific indicators defined by the action plan. In addition, international assessments (in case of existence), researches prepared by NGOs, international recommendations and researches also the results of in-depth consultations with responsible agencies and NGOs will be considered during the preparation of the report.

The assessment report will be prepared by the Monitoring Group at the end of the reporting year and will be presented to the Academic Council, which will submit the developed version to the Rector of the Institution for final approval.

[See the graphic image about monitoring and evaluation:](#)

Monitoring

Evaluation



The purpose of the Unified System of Monitoring and Evaluation is to check whether the implemented activities and initiatives are in conjunction with the defined goals and objectives and also to prepare the recommendations for what should be done better.

Objectives of The Unified System of Monitoring and Evaluation Are:

- Based on the existing circumstances, provide relevant advice to the management of the institution and provide it with the information necessary for determination of software or institutional priorities.
- To determine how successful the results of the implementation of the strategy are achieved - at the level of priorities, tasks and intermediate results.
- To improve the institutional development - The results of the evaluation can be a good way while evaluating the current events, determining of the future strategy and evaluation of the quality of implementation.
- To improve the academic degree and transparency.
- To ensure the efficient distribution of resources between initiatives, specific programs and activities which should be implemented.

From all the above mentioned, the functions of the framework of the Unified System of Monitoring and Evaluation are:

- To determine whether the defined goals and objectives have been achieved; Later, with the help of the instrument, measuring and evaluating of actuality, efficiency, effectiveness, impact and sustainability of the strategy.
- To be a guide for Agencies and Management which implement the Action Plan to help them determine what their role is when fulfilling their priorities and tasks and to realize the importance of their participation in the successful implementation of the tasks.
- In case of challenges and problems during the implementation of the Action Plan, determine how the information will be provided to the agencies responsible for the Strategy and the Action Plan and to the interested parties and also to make appropriate changes to the Action Plan, if necessary.

Implementing Body

With the order of the Rector of the Institution, there was created a new group of monitoring of "New Higher Education Institute", whose prerogative is to conduct annual monitoring and evaluation. Except for monitoring and evaluation of the strategic development plan, the goal of this group is to periodically improve the monitoring and evaluation system.

Each structural unit/ executor is entrusted to submit the appropriate document of indicators of performance determined by the Action Plan to the Group of Monitoring; on the base of which the group will evaluate the performed job of the structural unit/responsible person.

Final Annual Report

The final annual report aims to analyze the Strategy of Development and the Action Plan of the "New Higher Education institute". With the help of priorities and tasks determining of how successful the activities planned according to the strategy were performed. In the final report there should be analyzed all the steps, mechanisms of performance and also the

information about the success and challenges of the Strategy and the Action Plan. What role the participating subjects performed in the implementation of a complex action plan. The final version of the Final Annual Report of the "New Higher Education Institute", Strategic Development Plan and the Action Plan will be sent to the Rector of the Institution for approval.

The structure of collecting the information for monitoring is:

